

CALFED Bay-Delta Program Project Information Form **Watershed Program - Full Proposal Cover Sheet**

1. Full Proposal Title: **LA & SG Rivers Watershed Council Organizational Development**
 Concept Proposal Title/Number: **Development of Organizational Capacity (0144)**
 Applicant: Los Angeles & San Gabriel Rivers Watershed Council (LASGRWC)
 Applicant Name: Richard A. Harter, Executive Director
 Applicant Mailing Address: 111 N. Hope Street, Suite 627 Los Angeles, CA 90012
 Applicant Telephone: (213) 367-4111 Applicant Fax: (213) 367-4138
 Applicant Email: Rick@LASGRiversWatershed.org
 Fiscal Agent Name (if different from above): (same as above)
 Fiscal Agent Mailing Address: _____
 Fiscal Agent Telephone: _____ Fiscal Agent Fax: _____ Fiscal Agent Email: _____

2. Type of Project: Indicate the primary topic for which you are applying (check only one)

<input type="checkbox"/> Assessment	<input type="checkbox"/> Monitoring
<input checked="" type="checkbox"/> Capacity Building	<input type="checkbox"/> Outreach
<input type="checkbox"/> Education	<input type="checkbox"/> Planning
<input type="checkbox"/> Implementation	<input type="checkbox"/> Research

3. Type of Applicant:

<input type="checkbox"/> Academic Institution/University	<input checked="" type="checkbox"/> Non-Profit
<input type="checkbox"/> Federal Agency	<input type="checkbox"/> Private party
<input type="checkbox"/> Joint Venture	<input type="checkbox"/> State Agency
<input type="checkbox"/> Local Government	<input type="checkbox"/> Tribe or Tribal Government

4. Location (including County):

What major watershed is the project primarily located in:

☐ Klamath River (Coast and Cascade Ranges)
☐ Sacramento River (Coast, Cascade and Sierra Ranges)
☐ San Joaquin River (Coast and Sierra Ranges)
☐ Bay-Delta (Coast and Sierra Ranges)
☒ Southern CA (Coast and Sierra Ranges)
☐ Tulare Basin (Coast, Sierra and Tehachapi Ranges)

5. Amount of funding requested: \$ 288,000 over 3 years (\$96,000/yr)

Cost share/in-kind partners? ☒ Yes ☐ No

Identify partners and amount contributed by each:

The following are regular annual contributors, based on requested level of support (2001/2004):

Cash:	City of Los Angeles	\$ 73,000	x3 =	\$ 219,000
	Other: Govt, Business, Individual	<u>99,000</u>	x3 =	<u>297,000</u>
	(sub-total)	<u>172,000</u>		<u>516,000</u>
In-Kind:	Metropolitan Water District	\$ 94,500	(x3 =)	\$ 283,500
	Other: County DPW, City DWP	<u>4,500</u>	x3 =	<u>13,500</u>
	(sub-total)	<u>99,000</u>		<u>297,000</u>
Grand Total		<u>\$271,000</u>	x3 =	<u>\$ 813,000</u>

6. Have you received funding from CALFED before? Yes X No
If yes, identify project title and source of funds:

By signing below, the applicant declares the following:

1. The truthfulness of all representations in their proposal
2. The individual signing this form is entitled to submit the application on behalf of the applicant (if the applicant is an entity or an organization)
3. The person submitting the application has read and understood the conflict of interest and confidentiality discussion in the Watershed Program Proposal Solicitation Package and waives any and all rights to privacy and confidentiality of the proposal on behalf of the applicant, to the extent provided in the Proposal Solicitation Package.

Richard A. Harter, Executive Director LA & SG Rivers Watershed Council
Printed name of applicant

Signature of applicant

CALFED Bay-Delta Watershed Program Full Proposal - Questions & Answers

Development of Organizational Capacity (0144)

Los Angeles & San Gabriel Rivers Watershed Council

Rick Harter, Executive Director (213-367-4111)

1. Describe your project, its underlying assumptions, expected outcomes, timetable for completion, and general methodology or process.

The Los Angeles & San Gabriel Rivers Watershed Council (the “Watershed Council”) is at a critical juncture in its organizational evolution. Formed initially as a voluntary stakeholder group, it has grown in its activities through the full-time un-paid stewardship of its original Founder and incumbent President, Dorothy Green; who is a legendary figure within the Los Angeles environmental community for her similar role in establishing Heal the Bay and other initiatives such as the annual POWER (Public Officials for Water and Environmental Reform) Conference. Always intending that the Watershed Council become self-perpetuating as the other organizations she has formed, Dorothy defined the ‘incubator period’ as five years after which she would retire from day-to-day management. That milestone is approaching in a few months. In preparation for the transition, the organization has recently hired a full-time Executive Director, whose salary is largely funded through his administrative responsibilities on a program-specific grant with less than one year remaining on its timeline.

Similarly, for the past two years, the Watershed Council has benefited from the largely voluntary half-time services of a Staff Scientist, Heather Trim; who came to the organization with a PhD in Geology after several years’ employment at the Regional Water Quality Control Board. Heather will be departing at the end of this school year, when her family moves out of the region. Replacing the time she has spent in organizational and outreach work – in attendance at meetings and involvement on committees and in writing or editing reports – will require hiring someone with high-level professional skills and knowledge of the issues that characterize these watersheds. At this point in time, there is no funding available for a replacement hire. With her departure imminent, we are reliant on grant funding for interim support, until we can increase annual donations to account for substitute services.

At the same time, the organization has increased its commitments on several fronts; virtually all of which are relevant to CALFED goals and objectives (see descriptions in Item #7 and below). These commitments reflect the fact that many agencies and groups in the region perceive the Watershed Council as playing an important role in bringing diverse interests into dialogue and in providing a moderating influence on issues that are often contentious. In order to build on these perceived strengths and to effectively pursue our mission of restoring health to the Los Angeles-San Gabriel river system and its dual watershed, we need: a) to survive our current circumstances, and b) to develop in-house staff capabilities that are tightly focused on communication and interactive skills. Our objective is not to become large in staff size, but to remain significant in influence through efficiency and productivity.

The CALFED grant would provide funding to sustain the base organization (full-time Executive Director and Office Manager) and current functionality (half-time Staff Scientist or equivalent) and to add resources that are essential to outreach effectiveness (part-time cartography/graphics/web-site design). The grant would be used to complete our on-going projects and maintain our current level of outreach as well as extend our activities in ways that would promote CALFED goals and establish an on-going relationship with the Bay-Delta Watershed Program. The funding period is designed to allow time for nurturance of local financial support, since up until now the region has enjoyed the benefits of the organization at an artificially low cost and others will need time to adjust their expectations.

Anticipated Work Plan During the CALFED Grant Period

Virtually all of the activities of the Watershed Council are consistent with and would contribute to the CALFED Watershed Program Goals and Objectives. Due to space limitations and the organization of this PSP, we have had to split up our discussion of the pertinent elements. For details on the Watershed Council's history and background, including description of the organization's Mission and Vision, please see Item #8 beginning on page 12 of this document.

The day-to-day activities of Watershed Council staff and active volunteers are highly pertinent to Watershed Program Goals and Objectives, as we are engaged in many of the activities that support Watershed Program Elements and comprise Watershed Program Principles. Probably 90% of our activities are common to Bay-Delta concerns; with 55% being indirectly related (through development of knowledge that could be transferable) and 35% being directly related to the primary linkage of water supply (dealing with demand-side management). For details on our fit with the CALFED Program, including descriptions of many of our on-going and anticipated activities, please see Item #7, beginning on page 9 of this document. Reading Item #8 and Item #7 will set the stage for the discussion below.

Our primary intention over the next one-to-three fiscal years is to reprint the *Stormwater* book and to complete publication of the *Beneficial Uses* and *Water Supply* monographs. Subsequent publications are open to development and could easily and readily focus on topics pertinent to CALFED, continuing with facets of Water Supply and also addressing the other three primary objective areas. We fully expect that the second and third monographs will stimulate demand for public presentations and other outreach. We are therefore looking to 'take the show on the road' by developing PowerPoint and various outreach media, including posters and smaller popular versions in the form of brochures, etc, to better reach out to decision-makers and the public about water resources, how they are managed, and how they might be better managed for the entire State's benefit.

In addition to on-going work with the Water Augmentation Study demonstration/research project, which is expected to continue over the next five-to-seven years, we are also looking for other research and/or demonstration projects to become involved in, or to stimulate others in taking the lead to do. One concept that has recently surfaced is a demonstration project related to the establishment and management of habitat on levees of groundwater

recharge basins. Another is the testing and monitoring of biological controls for suppression of invasive weed species, particularly riparian species such as arundo, which form large dense communities that are expensive to eradicate with mechanical means. Research reports of such programs would be disseminated to the CALFED community and other parties who could benefit from our experience in southern California.

Our on-going work includes participation in local leadership of the Southern California Wetlands Recovery Project, which is indirectly pertinent to CALFED with regard to the recovery of ecosystem health both in coastal environments and interior environments. Moreover, this work brings us into contact with a wide variety of stakeholders outside our immediate watershed of interest and broadens our network of contacts with whom to form partnerships on relevant issues. Here also, the dissemination of information and establishment of a community of interest would be beneficial to those doing similar work in the Bay-Delta system.

A primary facet of outreach over the next one-to-three years will be the development of Watershed Management Plans in several sub-watersheds within the dual watershed. Four of our Board members are involved in developing a 'Guiding Principles' document by this summer for integration of watershed planning efforts across the dual watershed. Council staff is already involved in sub-watershed efforts for the Arroyo Seco and Dominguez Channel. At least four additional efforts are expected to begin within this calendar year, for which staff has been invited to participate in a coordinating and integrating role. These efforts will further the understanding of watershed dynamics and improve watershed management practices.

Our on-going outreach program of monthly Stakeholder Meetings and distribution of Minutes, along with our quarterly newsletter featuring the good work of local entities, would expand further to include stories about interconnections with the Bay-Delta region and lessons to be learned from there. As an outreach tool readily accessible to people throughout the Bay-Delta Problem Scope and Solution Scope areas, we would develop our web site to include more varied information, links to other areas of initiative in the State, incorporate maps and other graphic elements, provide easier access to research findings, and generally appeal to a wider audience than we currently have. Again, topics would be broadened to facilitate the exchange of information and to augment local information resources.

In essence, we would intend to develop a local partnership with the CALFED Watershed Program. As part of this, we would expect to participate in meetings in Sacramento and other areas of the State as well as to host meetings and similar events in the Los Angeles area. Our on-going program of Annual Conferences could include CALFED issues, as well as the possibility of participation in the organization of at least one joint conference with CALFED stakeholders within the three-year period. While we are currently focused on this year's conference scheduled next month on *Habitat: Past, Present & Future*, which will have a number of topics potentially interesting to Bay-Delta stakeholders (see our web site at <www.LASGRiversWatershed.org>), it is likely that next year's conference will be related to the *Water Supply* book and the issues it will raise.

In sum, we feel that the Watershed Council is a fitting and appropriate organization to promote collaboration with the CALFED Watershed Program in the Los Angeles Basin area of the Solution Scope.

2. Describe your qualifications and readiness to implement the proposed project.

a. Describe the level of institutional structure, ability and experience to administer funds and conduct the project. Identify the fiscal agent responsible for handling the funds.

The request for organizational support involves continuation and expansion of the activities that are already familiar to the Watershed Council. In this regard, the growing success and reputation of the organization over the five years of its existence is testimony to the qualifications and readiness of carrying on the work and expanding it in ways mutually beneficial to the CALFED Watershed Program. In specific answer to the question, we have a very strong Board of Directors that represents all the major players in the dual watershed. Many of these people, in their professional roles, manage budgets that are orders of magnitude greater than the Council's. Our Treasurer is a Vice President at Union Bank, and the Finance Committee includes a property manager (Director of the River Center) who works for a state agency (the Santa Monica Mountains Conservancy) after a career in the field of finance that primarily involved federal contracts, along with a private developer and business owner. The Executive Director would be personally designated as Fiscal Agent for the organization since that is among his roles and responsibilities. He comes to the Watershed Council after 14 years of private consulting experience in the fields of urban and environmental planning. He is highly experienced in managing budgets in this order of magnitude and greater, as well as managing work programs and schedules. He is currently responsible for managing the Prop 204 funds, which are channeled from the Coastal Conservancy to project sponsors through the Watershed Council. In that role, he is dealing with California State contracting procedures and overseeing the conduct of work by the grantees.

b. Describe technical support available (including support needed for environmental compliance and permitting) to begin and complete the project in a timely manner.

CEQA/NEPA compliance will be unnecessary for the proposed use of funds. In any case, the Executive Director comes from 14 years of primarily preparing CEQA/NEPA documentation and is highly familiar with all aspects of environmental compliance. Should any circumstance arise where environmental review and/or permitting were required, mobilizing the necessary resources would be a very simple matter.

The Watershed Council received word early this week that it is the recipient of a grant of computer hardware and software from the Conservation Technology Support Program (CTSP) to support the development of GIS capability. This equipment should be available by July of this year, in time for the hiring of a part-time staff person with GIS training and experience. The CALFED grant would provide funding for this position, which is critical for effective access to GIS resources (data layers and maps) that have recently been developed by consultants to the Army Corps of Engineers and the RMC. With the development of in-

house GIS capability, the Watershed Council can begin to utilize these resources in its outreach and research/documentation programs.

The Watershed Council has also cultivated relationships with several members of academia at major universities and community colleges in the area. We often invite them to participate in special seminars and conferences and have utilized them in an informal advisory capacity on projects.

c. List any previous projects of this type you or your partners have implemented, funded either by CALFED or other programs.

The proposal is an extension of our existing organizational structure, which has over five years of experience funded by contributions from local agencies and corporate/private donations. The work of the Watershed Council has had many ramifications with regard to stimulating a ‘paradigm shift’ among participants in our activities. The primary example, and possibly the most satisfying one, was the creation last year of the Watershed Management Division within the County Department of Public Works. This shift in focus and institutional change was grounded in the involvement of DPW staff on the Council (one of our Vice Presidents was instrumental in the establishment of this Division and remains involved as a consultant to the Department since his retirement) and we are proud to have played a role in what promises to be a more ecological approach to flood management and watercourse engineering.

3. Provide a completed budget cost sheet and describe the basis for determining project costs, including comparisons with other similar projects, salary comparisons, and other listed costs. Include all costs of environmental compliance, such as CEQA and/or NEPA, and permits. Describe how the approach to achieving the stated goals of the project demonstrates an effective cost relative to its anticipated benefits.

Our intention is to utilize CALFED funding to transition from a volunteer staff that has been highly productive with very little cash support, to a paid staff that can be fully funded in an on-going manner from local contributions. The three-year grant will cover the imminent transition in staff, and augment that staff to develop critical capabilities that are designed to improve our effectiveness and our perceived value to the funding community. The three-year period is intended to allow us time for building rapport and developing mechanisms for self-sufficiency. As an example, we have recently identified the need for budget planning at least one or two years in advance of need, because our request must fit in with the funding cycles of local agencies. We have begun developing a calendar on an agency-by-agency basis and to identify key players that must be approached within certain windows of time. At this juncture, we are well positioned for initiatives two-or-three years down the line, but we are behind for effective response to our imminent challenges. Therefore, the CALFED funding is critical to our continued success.

The spreadsheets provided in the PSP are designed for a task-based project proposal, and are not exactly suitable for the type of organizational support proposal that we are requesting. Indeed, to prepare a budget in this format would require detailed time accounting of our regular activities, which simply does not exist. Our budgeting process operates on a

completely different format and premise. We have therefore taken the step of modifying the spreadsheets consistent with our programming practices and needs.

Administration is not broken out as a separate task apart from the activities of our Office Manager, who is responsible for many activities that are not strictly administrative, such as functioning as Secretary to the Board by taking minutes at meetings. We have not identified specific products nor success criteria as our activities are varied and complex; which is evident in the descriptions in Item #1, #7, and throughout this proposal. This is not a product-oriented funding request. Although we do expect to develop products relevant to the CALFED Watershed Program, these products are not dedicated solely to that audience. Similarly, we have not called out “Reporting and Presentations” as a discrete task. There is no defined “Final Report”, although we could develop an assessment of our involvement with the Watershed Program. “Quarterly Progress Reports” appear unnecessary, as we would distribute our regular Stakeholder Meeting Minutes and Quarterly Newsletter to the Watershed Program. We would also share all of our on-going products (brochures, presentation materials, etc) and invite participation in events (conferences, seminars; both in LA and elsewhere) as well as extend our own participation.

As is evident from our budget, current costs of overhead (office expenses) are relatively low (around 15%). Most of our current expenses are related to salaries (around 65%), which reflect current market rates. A substantial portion of current expenses (around 20%) is devoted to direct outreach expenses associated with our publication program. We have allocated CALFED funds to augment the salaries of existing staff based on proportion of time expected to be devoted to CALFED Watershed Program interactions and activities (roughly 20% of Executive Director’s time and 15% of Office Manager’s time), and to provide full funding for two half-time staff positions (one to provide outreach services, the other to provide outreach materials). We have also allocated expenses for equipment support to the additional staff, including maintenance; and also expenses for travel and communication associated with CALFED activities. Finally, we have allocated expenses for distribution of documents to Watershed Program staff and stakeholders in the Bay-Delta region.

The CALFED contribution to the Watershed Council budget is calculated to be 26% annually over a three-year period, accounting for both local cash contributions (47% of total) and in-kind contributions (27% of total). The bulk of in-kind contribution is lending of a certified ecologist to the Watershed Council staff by the Metropolitan Water District. We have her services extended on a year-to-year basis and have recently learned of MWD’s intention to continue this contribution for the 2001/2002 fiscal year. We are hoping that this will continue for several more years beyond that in the future. Even discounting the in-kind contribution, CALFED funding would amount to around 35% of the net total. Given that we estimated in Item #1 that 35% or more of our activities would be directly related to CALFED primary objectives (addressing Water Supply) and up to an additional 55% would be indirectly related to CALFED primary objectives (Water Quality, etc) we submit that investment in the Watershed Council represents an effective cost relative to expected benefits. Moreover, 90% of our activities are directly related to Watershed Program goals and objectives.

4. Describe the technical feasibility of the proposed project.

a. Describe any similarity to previously implemented successful projects in this community or elsewhere.

The ‘watershed movement’ has quite clearly informed similar actions in many areas of the country, including the Bay-Delta region. While watershed groups have organized in some of the Santa Monica Bay watersheds (Malibu Creek, Topanga Creek, Ballona Creek) and in Ventura County (Calleguas Creek) and Orange County (Santa Ana Creek), there was no watershed organization within the major portion of Los Angeles County before establishment of the Watershed Council. In many ways, we have been the pioneers in creating and maintaining watershed principles that are quite consistent with the principles articulated by the CALFED Watershed Program: community-based, collaborative, multi-leveled, multi-purposed, focused on increasing awareness and learning, and grounded in scientific facts rather than parochial perspectives. In this regard, we are eager to assist in the formation of sub-watershed groups that can focus in detail on issues of local concern, and to collaborate with the CALFED Watershed program as a way of broadening our exposure and understanding of how groups in other areas face similar issues.

b. If the project proposes a new approach or new method with a high likelihood of adding new knowledge and or techniques, or with the potential to fill identified gaps in existing knowledge, describe how it will do so, and what monitoring components will provide substantiation of results.

Our approach is not a new one, but hopefully some of the projects we are currently involved in and those to be initiated will contribute to the expansion of knowledge. It is our desire to utilize CALFED funding support to share our findings with other watershed groups that may be interested in learning from our triumphs and mistakes.

c. Explain how the finished project will be maintained as necessary, and to what degree it may require continued funding from outside the community.

The work of the Watershed Council will not be a ‘finished product’ until the Vision for the watershed is fully realized. Since that is unlikely to occur within the timeframe of this grant, or even within the working lifetime of current Council members, we will indeed need to maintain the organization in an on-going manner. The intention is to develop long-term commitments from local funding sources that will maintain at least the ‘core’ staff of Executive Officer and Office Manager, and additional staff as experience teaches is needed to maintain a certain level of productivity and usefulness. As explained in Item #3, the CALFED grant is expected to provide the ‘breathing room’ to put in place the necessary practices for self-maintenance.

- 5. Describe how the monitoring component of the project will help determine the effectiveness of project implementation and assist the project proponent and CALFED with adaptive management processes.**
- a. Identify performance measures appropriate for the stated goals and objectives of the project.**
 - b. Describe how this project will coordinate with and support other local and regional monitoring efforts.**
 - c. Provide a description of any citizen monitoring programs that will be part of this project.**
 - d. What monitoring protocols will be used, and are they widely accepted as standard protocols?**
 - e. Describe how the type and manner of data collection and analysis will be useful for informing local decision making?**

This question applies to monitoring activities that are not specifically part of this proposal, and therefore the strict answer is ‘not applicable.’ However, it may be answered in broader terms that one of the major activities the Watershed Council will be involved in over the next two-to-three years is ‘circuit-riding’ on all the Sub-watershed Management Plan initiatives; cross-fertilizing ideas, making sure that they all take into consideration alternative stormwater management strategies, more efficient use of water resources and ways to improve water quality to maintain or re-establish beneficial uses. Each of these efforts is almost certain to involve characterization of existing conditions through on-going monitoring, data collection and analysis. We will be positioned to facilitate the integration of methodologies so that local efforts can contribute to the whole.

This will also be an extension of the work we were involved in last year, when Heather organized a volunteer data collection effort in the Los Angeles River in support of modeling development by the Southern California Coastal Waters Research Project (SCCWRP). The results of that monitoring and modeling will be reported at our next Stakeholders Meeting in May. Last summer, we supported an intern at the Regional Water Quality Control Board who began to digitize monitoring data from permittee reports. Again, while this work is localized in the LA & SG Rivers watershed, the development of protocols and modeling methodologies would be generally relevant to similar efforts in the Bay-Delta region, and is therefore worthy of having a conduit for sharing of information regarding these activities.

- 6. If this project is to develop specific watershed conservation, maintenance or restoration actions, describe the scientific basis for the action(s) described in the proposal. Include the following:**
- a. Any assessment of watershed condition(s) that has already been developed by you or others.**
 - b. Previous assessment(s) used to establish your project goals and objectives, or to inform the basic assumptions of your proposal.**
 - c. A description of the scientific assumptions used to develop the project goals, objectives and proposed actions, and the degree to which those assumptions are widely accepted (both in the science community as a whole, and in the watershed community).**
 - d. A discussion of how the proposed actions are (are not) consistent with the scientific assumptions and previous assessments completed in the watershed.**

- e. **A description of what baseline knowledge was used to support the management actions described in the proposal, or the likelihood that the management actions will generate more robust baseline knowledge.**

This question applies specifically to project actions that are not part of this proposal (conservation, maintenance and restoration activities), and therefore the strict answer is again ‘not applicable.’ However, it may be answered in broader terms that ‘scientific basis’ is a key concept for all our research and publication activities. Scientific assumptions, development of baseline knowledge, and assessment of findings are to be communicated along with dissemination of study outcomes. This is intended to strengthen everyone’s understanding of watershed processes; not just members of the Watershed Council, but also interested parties within the Bay-Delta area and other parts of the state and nation.

7. Please answer the following questions:

- a. **How will the proposal address multiple CALFED objectives (see Section I) in an integrated fashion, with emphasis on water supply reliability, water quality, ecosystem quality, and levee stability objectives CALFED has established for Stage 1 of the program?**

The overarching focus of the Watershed Council is to realize the long-term Vision for the watershed (see Item #8, below), which incorporates an integrated perspective combining many features of watershed quality and health. We are dedicated to multiple objectives. Among the Vision elements, possibly only the two pertaining specifically to urban redevelopment and design are somewhat removed from CALFED concerns. Although even in this case, lessons learned with regard to the compatibility of waterfront land uses with beneficial uses, and in a watershed-wide context the water quality ramifications of urban runoff management strategies, are both relevant in information exchange pertaining to the long-term sustainability of watersheds in a dynamic land use market. The other Vision elements are quite clearly related to CALFED concerns, especially the efficient management of local water supply and stewardship of water resources, which are closely related to water quality and the health of the ecosystem.

With regard to CALFED’s primary objective of reducing the impacts of water diversions on the Bay-Delta system (Water Supply), both our research activities and our publication program pertain directly and indirectly to this objective. Apart from our leadership and facilitative role in the Water Augmentation Study (which is described in a separate research proposal package), we are currently developing the third monograph in our series. The first publication entitled *Stormwater: Asset, Not Liability* was released in December 1999 and it focused on the possibilities of infiltrating urban runoff to recharge our groundwater supplies and reduce dependence on imported sources such as the SWP. It is currently out-of-print because demand has exceeded our expectations, and we are seeking to fund an update and re-publication of this book. The book has also spurred many public presentations, and led to development of the Water Augmentation Study, which is delving more deeply into feasibility questions. The second publication, pertaining to water quality, will be referenced below. The third publication is in development and will require support to come to fruition. This book, tentatively entitled *Water Supply and Management in the LA Region*, will look at sources of local water supply; water quality issues, especially pertaining to groundwater

contamination; an examination of how efficiently we are using our supply; the institutions in-charge and their interaction or lack thereof; and a chapter exploring statewide issues as they impact us locally and vice-versa. The CALFED process will be clearly described in the “history of supply” section.

With regard to CALFED’s primary objective of reducing or eliminating parameters that degrade water quality at its source (Water Quality), our research activities and publication program pertain indirectly to this objective, only because we do not directly affect water quality in the Bay-Delta system, although the work we are doing would very definitely support the Watershed Program objective of sharing and disseminating information pertaining to this objective. As mentioned above, our second monograph is in advanced stages of development and should be published this coming summer. Entitled *Beneficial Uses of the Los Angeles & San Gabriel Rivers*, it is a primer on how the Clean Water Act (CWA) functions. It is intended to provide a simple guide through the complex terminology and labyrinthine rules and regulations of the Regional Water Quality Control Board, which is responsible for local implementation along with similar Boards around the State. We expect that the book, which has already had wide circulation as a draft and was the subject of last year’s Annual Conference, will become the basis for other outreach materials.

With regard to CALFED’s primary objective of reducing or eliminating factors that degrade habitat, impair ecological functions, or reduce population size or health of species (Ecosystem Quality), again our research activities and activity programs pertain indirectly to this objective, through the sharing and dissemination of information; but may even have direct relevance through our involvement with the County’s Weed Management Area (WMA) initiative. With regard to the latter, the primary objective is to identify, suppress, and eradicate invasive species that tend to degrade native vegetation. The program is beginning with control of exotics that are currently found only in Los Angeles County, as this will suppress their ability to spread into other areas of the State. In this regard, the involvement of the Watershed Council in this work could have direct benefits for the Bay-Delta system in the subtle way of avoiding potential degradation before it becomes manifest. More indirectly, the program will focus on riparian species such as tamarisk, arundo, castor bean, tree tobacco, etc and will develop demonstration programs for various methods of control. We have begun to develop a brochure identifying invasive riparian species found within LA County and management principles. We are not currently funded to complete the brochure and this is an item that could be useful in other regions as well as our own.

Even with regard to CALFED’s primary objective of addressing long-term levee maintenance, stabilization, and emergency levee management while providing opportunities to enhance ecosystem values (Levee System Integrity), we believe that we may develop information that is worthy of sharing and disseminating. A demonstration project concept that has grown out of our work with County DPW in relation to their soft-bottom channel maintenance program, is the idea of creating and maintaining natural areas on the levees of groundwater recharge basins, leaving the bottom areas open for infiltration while masking the facilities and providing habitat for birds, insects and small mammals. We are also holding conversations with an agricultural engineering consultant from Albuquerque who is conducting a demonstration study of an infiltration system that could be adapted for habitat

support. Pursuing these lines of inquiry, which would look closely at bank stability as well as other functions, would not be directly funded as projects from this proposal; but staff availability to develop the partnerships, scopes of work, funding, etc, of such efforts could be part of what is possible with organizational support from CALFED.

b. Explain how the proposal will help define and illustrate relationships between watershed processes (including human elements), watershed management, and the primary goals and objectives of the CALFED (see Section I).

This question pertains to one of the six primary objectives of the CALFED Watershed Program and is apparently intended to assist the Program in defining those processes that are most significant. The answers will obviously vary from situation to situation and will emerge from the work we are proposing to embark upon with regard to examining the interconnectedness between the southern California region/lifestyle and Bay-Delta watershed dynamics. Answering this question more definitively is one of the intended outcomes of our proposed collaboration with the Watershed Program.

We also feel that the Watershed Council is uniquely positioned to contribute to the remaining five primary objectives of the Watershed Program: facilitate coordination, collaboration, etc; develop monitoring and assessment protocols; support education and outreach; leverage effectiveness; and promote sustainability. The Watershed Council intends to function as a conduit for information regarding opportunities in this portion of the Solution Scope area to contribute projects and knowledge to Bay-Delta restoration and long-term health. The information exchange between the Watershed Program and the Watershed Council will better inform public dialogue in the Solution Scope area and improve watershed management decisions that have effects in our own ‘extended watershed’ which includes the Bay-Delta system. Basically, we belong to you and you belong to us; let’s learn how to function together.

c. Identify a lead agency for environmental compliance, such as CEQA or NEPA. Describe the program’s strategy and timetable on environmental compliance.

The proposed use of CALFED grant funding for organizational development does not require subsequent CEQA/NEPA review. Therefore, no lead agency has been identified. See the proposal’s required forms – especially the Land Use Checklist, Environmental Information Form, and Environmental Permits/Approvals Form – for satisfaction of environmental compliance under the Final Programmatic EIS/EIR for CALFED’s Watershed Program Plan.

8. Describe any other important aspects of your program that you could not address in the above items, and that you feel are critical to fully describing your project.

History & Background of the Organization

The Watershed Council was formally incorporated as a 501(c)(3) non-profit organization on July 1, 1996. It was the outgrowth of conversations begun almost two years earlier among representatives from several environmental organizations, public agencies and the engineering consulting community that had culminated in a one-day conference held during September 1995 called “Making Watersheds Work.” Discovering that the Santa Monica Bay watersheds and similar areas in Ventura County (Calleguas Creek) and Orange County (Santa Ana River) were already well-organized, but that nothing was being done in the Los Angeles/San Gabriel dual watershed which accounts for a population of around 8 million people (nearly one-quarter of the State) in 1,513 square miles (LA=834/SG=679), it was decided to devote proceeds from the conference to developing an initiative in the LA/SG watershed. In its organizational phase, the group developed a Mission Statement. The mission of the Watershed Council is *to facilitate a comprehensive, multipurpose, stakeholder driven consensus process to preserve, restore, and enhance the many beneficial uses, economic, social, environmental and biological, of the Los Angeles River and San Gabriel River watersheds ecosystem through education, research, planning and mediation.*

During the first year of existence, the Watershed Council focused on developing a Vision for the watershed in a future time frame of 20-30 years. *Vision: 2025* includes eight principles or objectives that reflect the comprehensive and integrated nature of what the organization is aiming to realize. These are:

- Managing the watershed for economic vitality, environmental health and sustainability;
- Using all of our water resources efficiently;
- Managing the forest for water supply and quality;
- Celebrating our rivers with greenways/bikeways, habitat, recreation areas, and interpretive signs;
- Restoring habitat for fish, birds, and wildlife;
- Re-developing urban zones with offices, shops and cafes;
- Improving water quality to support boating, fishing and swimming in the rivers and at the beach;
- Creating truly livable communities around the revitalized rivers.

A brochure was developed describing the Vision elements and incorporating them into the distinctive logo of intersecting concentric circles, representing ripples that connect and reverberate. It’s a fitting image of the interconnectedness that needs to be recognized for effective solutions and the integration that we try to create in our endeavors.

Over the past four years, the Watershed Council has developed working relationships and active collaborations with many organizations; most prominently, the California Coastal Commission (Wetlands Recovery Project and Prop 204 Grants), the Metropolitan Water District (sponsorship of conferences and in-kind contribution of a certified ecologist), the Bureau of Reclamation (support of the Water Augmentation Study), the City of Los Angeles Board of Public Works (major funding and in-kind graphics support), and the County of Los

Angeles Department of Public Works (meeting venues and in-kind cartographic support), among a host of others with which we have regular and intensive interaction.

Watershed Council activities fall into several categories: regular communication (monthly Stakeholder Meeting with minutes provided to a large distribution list, and maintenance of a web-site); a publication program (quarterly newsletter - *WatershedWise* - and a monograph series); participation on advisory committees (primarily for County DPW, but also other organizations such as County Agricultural Commissioner, City of LA Department of Water & Power and US Army Corps of Engineers) and attendance at regular pertinent meetings (Rivers & Mountains Conservancy, Weed Management Area); facilitation of projects by others (Prop 204 administration) and research programs (Water Augmentation Study and Mapping of Vegetation); along with leadership in coordination of efforts (identification and support of Prop 13 opportunities). We strive to maintain a balance in addressing the many issues that are pertinent to watershed dynamics, including: water supply (recharge, reclamation); water quality (stormwater runoff, sediment transport); control of exotic species (e.g., arundo), habitat restoration and maintenance (riparian, wildlife corridors, fire management, etc), recreational opportunities (greenways/bikeways, active/passive); educational opportunities (interpretive centers); urban design (open space, redevelopment); and planning/engineering (naturalization of urban waterways while maintaining flood control functions, updating of aging infrastructure, reuse of brownfields, etc).

Structure and Governance

The Watershed Council recently amended its By-Laws to include three new voting members on its Board of Directors, bringing the total to eighteen (18), in order to more widely encompass important stakeholders. Directors are selected from six general categories: Environmental Organizations / Community Groups; Federal / State / Regional / County/ Local Government; Educational Institutions / Professional Associations; Business Groups / Property Owners; Water / Wastewater Agencies; and the Public-at-large. Those individuals added include representatives from the Building Industry Association (BIA), the new San Gabriel and Lower Los Angeles Rivers and Mountains Conservancy (RMC), and the Los Angeles City Council. We also have ten (10) Official Liaisons, primarily representing categories (especially government) where voting members are already seated. The Liaisons attend Board meetings and participate in discussion but do not vote. As a consensus organization, their input is highly valued and often critical. Board meetings are also open to everyone who wishes to attend and whoever comes is welcome to participate.

The Watershed Council is currently engaged in a Strategic Plan development process to update the first Five-Year Strategic Plan that had been established in November 1997 and re-evaluated in 1999. A guiding principle at this juncture is to treat the Strategic Plan (SP) as an organic document that would maintain a five-year horizon, but be updated on an annual basis; and to use the SP as the basis for development of rolling three-year Work Plans that similarly would detail the upcoming year's work efforts and sketch how they relate to a two-year period beyond. This strategy is intended to provide continuity in outlook and approach while facilitating "Adaptive Management" (to borrow terminology from CALFED) of our activities.

**LA & SG Rivers Watershed Council
Organizational Development (0144)**

**CALFED Watershed Program
Budget Sumary I**

Expense Item Description	Labor Rate*	Hours	Total Labor	Supplies	Travel	Materials	Sub- contract**	Match	CALFED	Total
Item 1: Personnel										
Executive Officer	\$37.02	6,240	\$272,610		\$7,000	\$300		\$223,200	\$56,710	\$279,910
Office Manager	\$18.29	6,240	\$134,640					\$113,400	\$21,240	\$134,640
Ecologist	\$38.50	6,240	\$283,500					\$283,500	\$0	\$283,500
Outreach Hire	\$25.00	3,120	\$92,040		\$2,800	\$300		\$0	\$95,140	\$95,140
Maps/Graphics Hire	\$23.08	3,120	\$84,960			\$400		\$0	\$85,360	\$85,360
Item 2: Office				\$80,850		\$12,600		\$78,300	\$15,150	\$93,450
Item 3: Program						\$129,000		\$114,600	\$14,400	\$129,000
Totals:			\$867,750	\$80,850	\$9,800	\$142,600	\$0	\$813,000	\$288,000	\$1,101,000

*Provide benefits/salary percentage here

18.0%

**Provide a separate itemized budget using this format for subcontracts

CALFED WATERSHED PROGRAM BUDGET AND PROJECT SUMMARY II

LA & SG Rivers Watershed Council Organizational Development (0144)

Item Description		Completion date	Match funds	CALFED funds	Total
Item 1:	Personnel Expenses	Month 36	\$620,100	\$258,450	\$878,550
	<i>Item 1a: Salaries</i>				
	Executive Officer & Office Manager (core staff; FT)		\$333,000	\$74,250	\$407,250
	Staff Ecologist (FT)		\$283,500		\$283,500
	New Staff (PT Outreach + PT Maps/Graphics)			\$177,000	\$177,000
	<i>Item 1b: Support</i>				
	Travel/Expenses, Meetings/Conferences		\$3,600	\$7,200	\$10,800
Item 2:	Office Expenses	Month 36	\$78,300	\$15,150	\$93,450
	<i>Item 2a: Fixed</i>				
	Rent		\$45,000		\$45,000
	Telephone/DSL/Internet/Website		\$7,500	\$3,600	\$11,100
	Insurance/Supplies		\$22,500	\$2,250	\$24,750
	<i>Item 2b: Variable</i>				
	Equipment		\$1,500	\$7,500	\$9,000
	Outside Services (Maintenance, etc)		\$1,800	\$1,800	\$3,600
Item 3:	Program Expenses	Month 36	\$114,600	\$14,400	\$129,000
	<i>Item 3a: Basic</i>				
	Minutes, Newsletter, misc (printing & mailing)		\$ 72,000	\$ 7,200	\$79,200
	<i>Item 3b: Elective</i>				
	Publications (layout & printing, distribution)		\$ 29,100	\$ 7,200	\$36,300
	Annual Conferences (3)		\$ 13,500		\$13,500
Total			\$813,000	\$288,000	\$1,101,000